The Role of Multinational Corporations in the Making of Globalization

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Introduction:

One of the most significant aspects of globalization of today's world is the clear presence of gigantic multinational corporations (MNC.s) that control&/threaten both nation states, and governments. The collapse of the Berlin Wall in 1988, and then the disintegration of the former Soviet Union in Autumn 1989, carried the symbol of terminating the 'global ideology', and enhanced the latest strike of globalization. This global (broad) spread of multinational corporations makes the rich wealthier, and more economically powerful, at the expense of the poor (employees, workers and farmers) of the world. Would the multinational corporations improve the poor countries' economies in collaboration with international organization (UN, INGOs, Others...)?

The world economy has been increasingly globalizing where so many countries, all over the world, have obviously opened up their national markets to the multinational corporations, and where other countries are still hectically invited/pushed&/obliged to speed up towards political and economic globalization. How far the multinational corporations could or can affect (substantially) the world economies and politics? What benefits, advantages and disadvantages would the

developing/underdeveloped countries gain from letting the multinational corporations in? Would this enlarging power of 'globalization' be enough to declare the death of the state?!

This paper is divided into two parts: The first is a descriptive part in which the paper provides definition, types, evolution, purposes and roles of multinational corporations. While the second part of the paper examines major positive and negative impacts of multinational corporations on the world politics and economy in the making of globalization.

PART ONE:

Multinational corporations are defined as per several views (their organizational structures, ownerships, management, strategies, and locations). A firm is called multinational when it involves its activities globally in foreign production, international trading and marketing, financing and management through its

representative affiliates – which are directly and attentively governed by it through a globally-planned strategy - in a number of countries and regions. It is multinational when it starts to compete internationally by entering foreign markets and then playing a meaningful role in those markets.

There are two distinguished types of multinational corporations: The First is well-known as '**transnational**'/'multi-country' corporations who operate in a chosen foreign countries (usually few) and competing internationally. The Second, is '**global**' corporations that have global strategies pursuing international markets' presences in all of the world major regions. The latter can be considered as a developed form of the former. The term 'multinational corporations' in this paper is treated as the furthermost developed form of present world corporations that are raring towards 'global corporations'.

There are major three phases of a company's evolution towards international trade and internationality:

1). The phase of export, when the company enter into foreign initial inquiries and depend on branch agents responsible for export activities, followed by widening the export operations and sales;

2). The phase of foreign production, when the company and agents face trade barriers (tariffs, and licensing, etc…), and when the company selects out-source production as a way of handing over and delivering commodities and products to foreign markets, it has to determine the establishment of a foreign production subsidiary/affiliate or license the technology to a foreign company; and

3). The phase of Multinationality: The firm grows multinational when it starts to strategize, plan, organize, coordinate all its operations and activities and for every

operation the company should look for the most suitable location on the geographical map of world regions.

Andrew S. Grove, Chairman of Intel Corporation – which is ranked as the 38th corporation among the largest US 100 corporations (1) - says: " *You have no choice but to operate in a world shaped by globalization and the information revolution. There are two options: Adapt or die* ".(2) The purposes that encourages multinational corporations to expand and spread into foreign and international markets can be summarized as follows:

A). The growth rate motive: when a firm has reached a ceiling of limited local demand that is no more growing, so looking for entering new markets and accordingly access to new customers, suppliers and buyers;

B). Gaining protection in the importing countries where affiliates are located, and lowering the costs of supplies, production, and other operations in order to reinforce the competitive advantages. This is in addition to evading taxation on the immense productions of multinational corporations;

C). The company spreads its business risks across broader markets and locations; and

E). Being and operating close to raw materials in the natural resources is a big advantage to the multinational business.

(1). Please refer to the attached Annexes One and Two showing the largest US and non-US 100 corporations respectively.

(2). THOMPSON, Arthur A., and Jr. & A. J. Strickland III, " **Management "**, McGraw-Hill, Irwin, University of Alabama, USA, 2000, Chapter 6, P. (198).

Hence, there have been discussions and contentions about a contemporary capitalist system that transcends nations and boarders, where the monopolistic capitalism organizes the

production process globally, instead of nationally. This leads the multinational corporations to gain the highest profitability based on international monopoly and power of meeting the international business requirements.

The latest production policies and economies concentrate intensively on transcending national boarders as this world production, due to the development and progress of high technologies, has intensively grown. Furthermore, the ideal limit of this massive production entails an international specialization and cooperation of different countries projects. Nevertheless, as said earlier, the advancement of high technologies and the flourish of business management study (at universities and

institutions) secures the proper supervision, management and monitoring of those big projects that are scattered around the world.

The multinational corporations have become highly sophisticated, remarkably organized, advanced-strategically planned, gathering and utilizing so many competencies and highly specialized minds and skills of multinational staff, and powerfully interconnected to world decision-makers (due to the

effect a multinational corporation can practice upon economies of feeble countries and governments) as industry, in general, is progressively getting more complex in the context of international economic and political relations.

So many branches of specific and specialized industries have appeared, (e.g., Nuclear Energy Engineering, Missile Engineering, Advanced Electronic Engineering, etc…). These kinds of industries can frequently be a heavy burden on one country supporting them by its own.

The multinational corporations are strong enough to mobilize easily and efficiently when for example facing workers protests and complaints. Lipton industries in the United States of America moved the production of their machines after workers' strike from USA to Germany and Britain. Ford Motor Company, as well, in order to face labor and trade unions in Western Europe tended to re-distribute its production when there is a strike in any country so it can carry on production in other countries.

Consequently, the concentration of national production and capitals has become, since the late fifties of the twentieth century, processes in the arena of world capitalist political economy. So the 'multinational capitalism' can be identified in the world of globalization through the following points:

a). The ever-increasing merge of multinational corporations with the banking world-capitals in the frame of interrelationships among the international financial system, international production system, and international trade system. This is, of course, in addition to the sturdy business relationships between the multinational (global) corporations, on one hand, and the World Bank (W.B.) and the International Monetary Fund (I.M.F.), on the other;

b). The mounting appearance of multinational corporations in number and supremacy. These multinational corporations are being transformed into international foundations and institutions supported by multinational capitals;

c). The evident contradictions between the interests of international monopolistic capitalism, which is usually referred to it geographically and rankingly as (North America, Japan, Western Europe) (3), on one hand, and the real production requirements, on the governmental-organizational level, and the world capitalist economic requirements; and finally,

d). The increase of unequal development pace in the capitalist world. In the first place, the United States of America and Japan, followed by Western Europe development is comprehensive starting from scientific and technological achievements ending by international business, and competition.

State-governments that host multinational corporations may set a list of restrictions and enact all types of procedures and measures in order to affect business and operating circumstances of multinational corporations, and to protect the government's sovereignty and independence. These nation- governments can impose (high) tariffs and quotas on imports, and add more restrictions on export so they can regulate prices and protect locally-produced/manufactured products and goods. Furthermore, some state-governments provide subsidies and

(3). Please refer to the attached Annex Two, Page 3.

low-interest loans to local firms in order to assist them be able to compete transnational/international/multinational corporations.

However, on the other hand, there are some governments who are eager to open up their domestic markets; to have new factories and job-opportunities on their state-territories; to encourage investments made by multinational corporations; and give hand to them by offering facilitations, subsidies, and technical assistance as well. The information-technology revolution and the spread of Internet made this coalition and cooperation between some nation-governments and multinational corporations much easier and more efficient.

Did/Do the multinational corporations intend to globally lead the integration of 'economic interdependency', and accordingly affecting the balance of world political powers?

Camille H. Habib says: " *The basis of the argument linking politics and economics is threefold.* *First*, *is the belief that economic factors have always held a position of considerable importance in the study of the essential conditions for world peace and/or the causes of international strife…….* *Second*,

the interplay of economics and politics can be seen also in the relation between state's action to promote its economic growth and the difficulties of achieving a favorable world economic market. According to Robert Gilpin, the tension between state and market [re multinational corporations] *exists because, while the state works to preserve its territorial unity, the market is concerned with the elimination of all political and other obstacles as an imperative measure to the operation of the price mechanism. ……And, Thirdly, the importance of the study of political economy to the theory of international relations can be seen as a response to the advent of nuclear weapons.* "(4)

Peter Willetts considers that all multinational corporations are potential multinational political actors due to their engagement in international trade. However, he identifies some major companies who operate in more than one country as 'transnational' companies. He contends several points in respect of the aspects and roles of multinational corporations saying:

> " * *The ability of TNCs* [Transnational Companies] *to change transfer prices means that they can evade taxation or government controls on their international financial transactions;*
>
> * The ability of TNCs to use triangulation means individual governments cannot control their country's international trade;

(4). HABIB, Camille H., **Contending Theories of International Relations: From Idealism to Globalization**, Modern Institution of the Book, Tripoli, Lebanon, 2004, Chapter 3, PP. (79-80).

> ** The ability of TNCs to engage in regulatory arbitrage, by moving production from one country to another, means individual governments are constrained against regulating companies to promote high standards of social responsibility;*

** The structure of authority over TNCs generates the potential for intense conflict between governments, when the legal authority of one government has extraterritorial impact on the sovereignty of another government;*
** The four problems of sovereignty, discussed above, (unpredictable financial flows, trade triangulation, regulatory arbitrage, and extraterritoriality) weaken individual governments in relation to TNCs. In some areas of economic policy, sovereignty now has to be exercised through collective action rather than independently.* **"** **(5)**

Most temporary economists see that thee development, made by capitalism, inequitably balanced. The international capitalism is playing a key-role in integrating the developing countries more into the world capitalist market. When this increasing integration makes the advanced industrial countries more powerful and dominant, it makes the developing countries more subordinate and dependent.

Therefore, the renewal and continuity of developing countries' heteronomy are currently based on globalization, which means the greater-than-ever reliance of those developing countries on the international trade, and being more integrated into the world capitalist market of services, commodities, and

(5). BAYLIS, John, and Steve SMITH, " **The Globalization of World Politics – An Introduction to International Relations** ", Oxford University Press Inc., New York, 2001, **Chapter 17 (by Peter WILLETTS)**, P. (366).

capitals (including the market of foreign investments, banking facilitations, international loans, and technologies and subsidies. Multinational/transnational corporations are playing the key-role in these great international projects. By this, the raw materials and all kinds of natural resources move from the developing

countries to the (capitalist) advanced countries directly and easily.

Camille H. Habib concludes, at the end of his book "**Contending Theories of International Relations: From Idealism to Globalization**"(6), that globalization is not assisting 'the world's poor', and there must be 'a new approach to global development and security' in order to address, face and confront the 'inequities in the global economic structure'.

In order for the world capitalist countries keep the developing/under-developed countries heteronomous and subordinate to them, they worked on:

a). introducing, to the developing countries, the world financial and economic organizations, such as the World Bank (W.B.) and the International Monetary Fund (I.M.F.), and used them as a tool to steer and direct the domestic political, financial, and economic policies;

b). In addition, the world capital system encouraged the purchase/trading of weapons, and armament;

c). Positioning the multinational/ transnational corporations, as the 'redeemers' from the developing countries' complex political-economic-social problems, in order to strongly grip and control these countries' markets,

(6). IBID, Chapter 3, P. (98).

and accordingly determining their developmental policies and strategies; and finally,

d). The massive use of medium and international contemporary trading and marketing, in order to encourage

and boost up the societies of consumption instead of societies of production.

PART TWO:

Many people across the world regard the progressive growth of multinational corporations around the world with suspicion mixed with respect, misleading facts, and sometimes rumors, especially in the developing countries. Accordingly, this made false and inaccurate information disseminate about the multinational corporations.

Multinational corporations' critics, habitually, concentrate on worthy aims and objectives, such as fair wages and clean environment including management of natural resources. They add that these multinational corporations plunder nation-states' sovereignty and interdependency by using their controlling power, influential capitals, and strong relations.

The critics of multinational/transnational corporations see that these corporations form and represent world monopolistic unions of multiple sectors, objectives, and activities. They are agricultural, financial, industrial, commercial, and educational. They have their own special scientific and technological research centers. The global strategic plans of the multinational corporations include the division of labour-work internationally in the most suitable niche of business.

Further, multinational corporations are perceived to be systematically degrading and eliminating local companies in order to exploit their monopoly powers, expanding the external debt problems of developing countries, lengthening world poverty and misery, exporting jobs of high wages to countries of low wages, expanding the external debt problems of developing countries, enfeebling and damaging the world's environment, and

exploiting children labor which harmfully and negatively affects them.

Is there a lot of exaggeration about the '*legendary*' power and world '*frightening*' dominance of multinational corporations all over the world? Some argue this 'power' differently with clear reference to some examples in the United States of America, such as 'Rockfeller Foundation', and 'Ford Foundation'. (7)

The founder of '**Rockfeller Foundation**' is a businessman called David Rockfeller in the first half of the twenties century. From the early beginning of this foundation, its goals were 'to achieve humanity in all different parts of the world ……'. In 1946, after the Second World War immediately, a report of D. 'Rockfeller Foundation' indicated obviously that our 'challenge in future would be the establishment of the unified world; and in 1989, 'Rockfeller Brothers Fund' say that their 'goal is to support all efforts …… towards achieving the unified world government ….'. In 1945, David Rockfeller, on behalf of 'The American Council for Foreign Relations', presented the United Nations Headquarters, which is the same situated in New York (Manhattan Street).

'Rockfeller Foundation' has been the biggest and major fund-donor to the 'American Council for Foreign Relations' at which most American politicians and decision-makers had been trained and prepared for public

(7). ROBERTSON, Pat, " **The New World Order** ", World Publishing, Dallas, USA, 1991.

posts at the American Government. During the period (1977-1979), the USA President "George Bush" – Ex-Congressman, and Ex-President of the Central Intelligence

Agency (CIA) - headed the 'American Council for Foreign Affairs', which is an American non-governmental organization.

'Ford Foundation' was founded in 1947 after the decease of Henry Ford. The initial capital of the foundation amounted to three Billion US Dollars (which was a very big amount of money in the forties of the Twentieth Century). Some of the objectives of this foundation are funding 'analytical reports, researches, discussions in the global relations affairs, general education in regard to the policies of immigrants and refugees; confronting armament, and world security, and world economy with special emphasis on the USA foreign policy.' These goals are the same of the 'American Council for Foreign Relations'.

'Ford Foundation' granted so many scholarships for studying the effect of communism on modern America. While now 'Ford Motor Company' (one of 'Ford Foundation's' daughters and sons) is ranked the second largest in the United States of America and in the world - as per the attached Annex One (page one).

Several studies undertaken by international organizations (United Nations) have showed that: international direct-investment fits whenever a company locates a manufacturing-plant abroad and/or procures and acquires more than ten percent (10%) of an existing local company; and an additional dollar of international direct-investment swells local investment in a sample of sixty-nine (69) developing countries by a factor of (1.5 to 2.3). To add, it is reported by the United Nations, the number of multinational corporations tripled from 1988 to 1997.

However, on the other side, advocators of multinational corporations see that state-governments played a very negative role in destroying their societies and economies that depend greatly on governmental procedures and regulations and 'monopolistic projects' that are operated by these state-governments. What they offered their peoples, weak economies that have incurred high rates of poverty, repressed human rights and falsified democracy, and extreme wide environmental damage.

Advocators of multinational corporations see international competition is not unhelpful; it has pushed local/ international/ multinational/ transnational corporations to provide the world with a huge diversification of high-quality and low-priced commodities and products. Competition, generally speaking,

with the presence of free trade and very low trade barriers, delivers mutually beneficial gains and advantages. In brief, competition provides a bright sight of multinational corporations and improves world welfare and promoting the ideas of world peace, security and stability.

Camille H. Habib says: " *Conservatives, on the other hand, view economic investments such as foreign aid and trade as benefiting the have-not world. Walter Rostwo, for instance, questions Hobson's argument. He argues that colonialism was in fact beneficial to the colonies; it brought railways, telegraphs, scientific education, ……. This argument is partially validated by host countries' continual efforts to attract foreign enterprises through an extensive array of incentives. In fact, multinational corporations offer the underdeveloped countries the benefits of mobilizing its investment capital, the opportunity to acquire technology and other managerial skills, and to generate significant amounts of taxable income, which the have-not state can use for its own objectives.* " **(8)**

Globalization is frequently described as an effect of the end of the Cold War because this led to its further geographical spread. Simultaneously, globalization has to be clearly understood - as many economists and political analysts see – as one of the major factors that led the end of the Cold War. Globalization 'at the end of the day' triumphed over the former Soviet Union, who avoided and combated the strong and violent trends of globalization. President of the Russian Federation today is talking about the free trade and economic reform.

On the other hand, a number of authors and intellectuals are skeptical and unconvinced of the claim that the phenomenon of 'globalization' forms the critical, most hectic, and major part of contemporary world order and politics.

(8). IBID, Chapter 3, P. (82).

Conclusion:

With a close and brief look at the multinational corporations' role in the international business integration, the paper defined in details the term, their types, evolution, purposes and roles, and overall aspects of multinational corporations. Then the paper examined and contended the major positive and negative sides (advantages and disadvantages) with a close view and survey of the multinational corporations' impacts on the world politics and economy in the making of globalization.

The giant global force – who works silently and quietly – CHINA has entered strongly with its MNC (Multi-National Corporations) trying to compete fiercely USA. The following table (November 2016) shows 103 Chinese MNCs against 134 American MNCs. This indicator is accompanied with the Chinese penetration of global markets in new different industries.

While in Nov., 2016 the **Breakdown by country shows ***

This is the list of the top 10 countries with the most Global 500 companies

Rank	Country	Companies
1	USA	134
2	China	103
3	Japan	52
4	France	29
5	Germany	28
	nited Kingdom	26
	South Korea	15
	witzerland	15
	etherlands	12
10	Canada	11

Nov., 2016

Source: Wikipedia

By the year 2015 – as claimed by the UN, all 191 United Nations member-states have pledged to accomplish the UN Millennium Development (seven) Goals as stated in the 2003

UNDP Human Development Report (9), which are the following:

1). *Eradiate extreme poverty and hunger (by 50%);*
2). *Achieve universal primary education;*
3). Promote gender equality and empower women;
4). Reduce child mortality;
5). Improve maternal health;
6). Combat HIV/AIDS, malaria and other diseases;
7). *Ensure environmental sustainability; and Develop a global partnership for development.*

To what extent these goals are realistic and achievable by today? Is the capacity of 'promising' state-governments powerful enough to accomplish these goals (especially the first and the last goals)?

In the age of globalization and the re-shaping&/formation of new world order – especially with the return of the American-Russian conflict to the surface - and with the visibly increasing growth and domination of multinational corporations that spread

(9). UNDP (United Nations Development Programme) - UN website: www.un.org/millenniumgoals

their enormous projects and various activities across and throughout the world, new considerations should be taken in respect of '*global partnership for* [global] *development*': a partnership not only between the United Nations and its 'threatened' member-states, but with the 'gigantic' multinational corporations as well. All governments should pay attention to the upcoming domination of MNC worldwide.

These titanic powers MNCs are affecting the global economy and influencing the political and security stability of the whole world. The whole world, on its turn, is about to have great changes on all different levels (political, economic, cultural, ..) the traditional players will be changed soon.

I would like to end up with these two questions:

1) Are the real rulers of the world aware of this historical global changes which are coming soon?! ☺
2) What about the global human behavior being sculpted and shaped according to the practices and policies of those MNCs?

ANNEX ONE (Page 1)

Ranked	THE LARGEST US 100 CORPORATIONS (2004 List)
1	General Motors Corporation
2	Ford Motor Company
3	Exxon Corporation
4	Wal-Mart Stores Inc.
5	General Electric Company
6	International Business Machines
7	Chrysler Corporation
8	Mobil Corporation
9	Philip Morris Companies Inc.
10	AT&T Corp.
11	The bowing Company
12	Texaco Inc.
13	State Farm Insurance Companies
14	Hewlett-Packard Company
15	E.I. Du Pont de Nemours and Company Inc.
16	Sears, Roebuck & Company
17	The Travelers Group
18	Prudential Insurance Company of America
19	Chevron Corporation
20	The Procter & Gamble Company
21	Citicorp
22	Amoco Corporation
23	Kmart Corporation
24	Merrill Lynch & Company Inc.
25	J.C. Penney Company Inc.
26	American International Group Inc.
27	Chase Manhattan Corporation
28	Bell Atlantic Corporation
29	Motorola Inc.
30	Teachers Insurance & Annuity Assoc./College
	Retirement Equities Fund

31	PepsiCo. Inc.
32	Lockheed Martin Corporation
33	Fannie Mae
34	Dayton hudson Corporation
35	Morgan Stanley Dean Witter, Discover & Co.
36	The Kroger Company
37	Lucent Technologies Inc.
38	Intel Corporation
39	The Allstate Corporation
40	SBC Communications Inc.
41	United Technologies Corporation
42	Compaq Computer Corporation
43	Metropolitan Life Insurance Company
44	The Home Depot Inc.
45	ConAgra Inc.
46	Merck & Company Inc.
47	BankAmerica Corporation
48	GTE Corporation

49	Johnson & Johnson
50	Safeway Inc.

ANNEX ONE (Page 2)

Ranked	THE LARGEST US 100 CORPORATIONS (2004 List)
51	The Wlat Disney Company
52	United Parcel Service of America Inc.
53	Costco Companies Inc.
54	NationsBank Corporation
55	USX Corporation
56	Bellsouth Corporation
57	Enron corp.
58	International Paper Company
59	CIGNA Corporation
60	the Dow Chemical Company
61	Sara Lee Corporation
62	MCI Communications Corporation
63	Lowes Corporation
64	Atlantic Richfield Company
65	American Stores Company
66	Caterpillar Inc.
67	New York Life Insurance Company
68	The Coca-Cola Company
69	Columbia/HCA Healthcare Corp.
70	AMR Corporation
71	Aetna Inc.
72	Xerox Corporation
73	American Express Company
74	J.P. Morgan & Company Inc.
75	UAL Corporation
76	RJR Nabisco Holdings Corporation
77	Lehman Brothers Holdings Inc.
78	Bristol-Myers Squibb Company
79	Ingram Micro
80	Supervalu Inc.
81	Duke Energy Corporation
82	Ameritech Corporation
83	Federated Department Stores
84	Phillips Petroleum Company
85	PG&E Corporation
86	Fleming Companies Inc.
87	US WEST Communications Group
88	Electronic Data System
89	Minnesota Mining & Manufacturing Company
90	Sprint Corporation
91	Eastman Kodak Company
92	Albertson's Inc.
93	AlliedSignal Inc.
94	SYSCO Corporation
95	Federal Home Loan Mortgage
96	First Union Corporation
97	Fluor Corporation
98	American Home Products Corporation

99	Archer Daniels Midland Company
100	Raytheon Company

S.N.	Global S.N.	THE 100 LARGEST NON-US CORPORATIONS (2004 List)	COUNTRY
1	3	Mitsui & Company Ltd.	Japan
2	4	Mitsubishi Corporation	Japan
3	5	Itochu Corporation	Japan
4	6	Royal Dutch/Shell Group	Britain/Netherlands
5	7	Marubeni Corporation	Japan
6	9	Sumitomo Corporation	Japan
7	10	Toyota Motor Corporation	Japan
8	13	Nissho Iwai Corporation	Japan
9	14	Nippon Telegraph & Telephone Corporation	Japan
10	16	Hitachi Ltd.	Japan
11	18	Nippon Life Insurance Company	Japan
12	20	Daimler-Benz AG	Germany
13	21	The British Petroleum PLC	Britain
14	22	Matsushita Electric Industrial Company Ltd.	Japan
15	23	Volkswagen	Germany
16	24	Daewoo Group	South Korea
17	25	Siemens AG	Germany
18	27	Nissan Motor Company Ltd.	Japan
19	28	Allianz AG	Germany
20	31	Unilever NV/Unilever PLC	Britain/Netherlands
21	32	Fiat SPA	Italy
22	33	Sony Corporation	Japan
23	34	The Dai-Ichi Mutual Life Insurance Company	Japan
24	36	Nestle SA	Switzerland
25	37	Toshiba Corporatin	Japan
26	38	Honda Motor Company Ltd.	Japan
27	39	Elf Aquitaine	France
28	40	Tomen Corporation	Japan
29	41	The Bank of Tokyo-Mitsubishi Ltd.	Japan
30	42	Veba AG	Germany
31	43	The Tokyo Electric Power Company	Japan
32	45	Sumitomo Life Insurance Company	Japan
33	46	Sukyong Group	South Korea
34	47	NEC Corporation	Japan
35	48	Electricite de France	France
36	50	Deutsche Telekom AG	Germany
37	51	Philips Electronics NV	Netherlands
38	52	Union Des Assurances de Paris	France
39	54	Fujitsu Ltd.	Japan
40	56	Deutsche Bank	Germany
41	57	RWE Group	Germany
42	58	ENI SPA	Italy
43	62	Metro Holding AG	Switzerland
44	63	Renault	France
45	64	Internationale Nederlanden Group	Netherlands
46	66	Bayerische Motoren Werke AG	Germany
47	67	Crdit Agricole Group	France
48	68	ABB Asea Brown Boveri Ltd.	Switzerland

ANNEX TWO - Page 1

49	69	Nichimen Corporation	Japan
50	70	TOTAL	France

S.N.	Global S.N.	THE 100 LARGET NON-US CORPORATIONS (2004 List)	COUNTRY
51	71	Samsung Corporation	South Korea
52	72	Peugeot	France
53	73	Petroleos De Venezuela SA	Venezuela
54	74	Hoechst AG	Germany
55	75	Meiji Life Insurance Company	Japan
56	76	Mitsubishi Electric Corporation	Japan
57	78	AXA SA	France
58	80	Mitsubishi Motors Corporation	Japan
59	81	Compagnie Generale des Eaux	France
60	82	BASF AG	Germany
61	83	Bayer AG	Germany
62	84	Gan	France
63	85	Alcatel Alshthom	France
64	88	Kanematsu Corporation	Japan
65	89	Zurich Insurance Group	Switzerland
66	90	Ssangyong Business Group	South Korea
67	91	Carrefour	France
68	93	Assicurazioni Generali	Italy
69	94	France Telecom SA	France
70	95	Novartis Group	Switzerland
71	96	HSBC Holdings	Britain
72	97	Pemex (Petroleos Mexicanos)	Mexico
73	98	The Daiei Inc.	Japan
74	99	VIAG	Germany
75	102	The Sanwa Bank Ltd.	Japan
76	103	Mitsubishi Heavy Industries Ltd.	Japan
77	104	Prudential Corporation PLC	Britain
78	105	ABN-AMRO Holding NV	Netherlands
79	106	Crdit Suisse Group	Switzerland
80	108	Robert Bosch GmbH	Germany
81	109	Hyundai Corp.	South Korea
82	110	Nippon Steel Corporation	Japan
83	113	Thyssen AG	Germany
84	114	Societe Generale	France
85	116	CNP Assurances SA	France
86	118	Credit Lyonnais	France
87	124	Samsung Electronics Company	South Korea
88	126	Munchener Ruck	Germany
89	127	Banque Nationale De Paris	France
90	128	The Fuji Bank Ltd.	Japan
91	130	British Telecommunications PLC	Britain
92	133	Winterthur Group	Switzerland
93	134	Canon Inc.	Japan
94	136	AB Volvo	Sweden
95	138	The Kansai Electric Power Company Inc.	Japan
96	139	Mannesamann AG	Germany
97	140	The Sumitomo Bank Ltd.	Japan
98	141	National Estminster Bank PLC	Britain
99	142	Peregrine Investments Holdings Ltd.	Japan
100	143	The Sakura Bank Ltd.	Japan

THE 100 LARGEST NON-US CORPORATIONS
(**2004** List)

Country	Frequency
Japan	38
France	17
Germany	17
Switzerland	7
Britain	5
South Korea	5
Italy	3
Netherlands	3
Britain/Netherlands	2
Mexico	1
Sweden	1
Venezuela	1
Total	**100**

While in Nov,, 2016

(Latest Edition of the List) Source-Link: http://www.corporateinformation.com/Top-100.aspx?topcase=b

Top 100 (Worldwide) Lists

These are the top 100 companies ranked by Current Market Capitalization (U.S.$ millions)

Rank	Company	Market Cap	Country
1	Apple Inc.	$606,829	UNITED STATES
2	Alphabet Inc	$564,788	UNITED STATES
3	Microsoft Corporation	$466,028	UNITED STATES
4	Facebook Incorporation	$377,021	UNITED STATES
5	Amazon.com, Inc.	$368,752	UNITED STATES
6	Berkshire Hathaway Inc.	$355,402	UNITED STATES
7	Exxon Mobil Corporation	$351,583	UNITED STATES
8	Johnson & Johnson	$315,529	UNITED STATES
9	General Electric Company	$261,847	UNITED STATES
10	Tencent Holdings Limited	$252,386	CHINA
11	JPMorgan Chase & Co.	$245,078	UNITED STATES
12	Industrial And Commercial Bank Of China Ltd	$233,426	CHINA
13	Wells Fargo & Company	$233,256	UNITED STATES
14	China Mobile Limited	$232,912	HONG KONG
15	Procter & Gamble Co	$231,689	UNITED STATES
16	AT&T Inc.	$224,603	UNITED STATES
17	Nestle S.A.	$220,543	SWITZERLAND
18	Wal-Mart Stores, Inc.	$216,497	UNITED STATES
19	Royal Dutch Shell Plc	$202,214	NETHERLANDS
20	Samsung Electronics Company Limited	$199,661	KOREA (SOUTH)

21	PetroChina Co Ltd	$199,241	CHINA
22	Roche Holding Aktiengesellschaft	$197,218	SWITZERLAND
23	Verizon Communications	$196,535	UNITED STATES
24	Chevron Corporation	$195,859	UNITED STATES
25	China Construction Bank Corp	$193,958	CHINA
26	Pfizer Inc.	$193,676	UNITED STATES
27	Visa Incorporation	$192,628	UNITED STATES
28	Anheuser Busch Inbev SA NV	$189,484	BELGIUM
29	The Coca-Cola Co	$182,138	UNITED STATES
30	Toyota Motor Corporation	$172,875	JAPAN
31	Novartis AG	$170,498	SWITZERLAND
32	Bank of America Corporation	$168,866	UNITED STATES
33	Intel Corporation	$164,251	UNITED STATES
34	Merck & Co. , Inc.	$162,705	UNITED STATES
35	Oracle Corporation	$156,726	UNITED STATES
36	Taiwan Semiconductor Manufacturing Company Limited	$155,325	TAIWAN
37	Pepsico Inc.	$153,753	UNITED STATES
38	Cisco Systems Incorporated	$153,389	UNITED STATES
39	Home Depot Inc	$152,692	UNITED STATES
40	Agricultural Bank Of China Limited	$151,876	CHINA
41	Walt Disney Co	$150,826	UNITED STATES
42	HSBC Holdings plc	$150,708	UNITED KINGDOM
43	Philip Morris International Incorporation	$149,408	UNITED STATES
44	Comcast Corporation	$148,068	UNITED STATES
45	Bank of China Limited	$148,055	CHINA
46	International Business Machines Corporation	$145,110	UNITED STATES
47	Citigroup Inc.	$141,260	UNITED STATES

48	UnitedHealth Group Incorporated	$133,473	UNITED STATES
49	Altria Group, Inc.	$128,558	UNITED STATES
50	Unilever N.V.	$119,075	NETHERLANDS
51	Total SA	$116,763	FRANCE
52	Mastercard, Inc.	$116,735	UNITED STATES
53	Medtronic PLC	$113,222	UNITED STATES
54	BP Plc	$112,560	UNITED KINGDOM
55	Schlumberger Limited	$110,167	UNITED STATES
56	Akelius Residential Property AB (publ)	$110,087	SWEDEN
57	Inditex	$110,015	SPAIN
58	Amgen Inc.	$108,130	UNITED STATES
59	Kraft Heinz Co	$107,251	UNITED STATES
60	British American Tobacco p.l.c.	$106,899	UNITED KINGDOM
61	Sap Ag	$105,625	GERMANY
62	L'Oreal	$101,443	FRANCE
63	Sanofi S.A.	$101,023	FRANCE
64	Qualcomm Incorporated	$100,798	UNITED STATES
65	3M Company	$99,705	UNITED STATES
66	Gilead Sciences, Inc.	$97,496	UNITED STATES
67	GlaxoSmithKline plc	$96,654	UNITED KINGDOM
68	McDonald's Corporation	$95,655	UNITED STATES
69	United Parcel Service, Inc.	$94,668	UNITED STATES
70	Commonwealth Bank of Australia	$94,447	AUSTRALIA
71	Abbvie Inc	$93,804	UNITED STATES
72	Ambev S.A	$93,503	BRAZIL
73	CVS Health Corp	$93,198	UNITED STATES

74	Ping An Insurance (Group) Company Of China Ltd	$93,098	CHINA
75	BHP Billiton Limited	$92,941	AUSTRALIA
76	Royal Bank of Canada	$92,601	CANADA
77	LVMH Moet Hennessy Louis Vuitton SE	$92,382	FRANCE
78	NTT DoCoMo Incorporated	$92,032	JAPAN
79	Novo Nordisk As	$91,098	DENMARK
80	China Life Insurance Co Ltd	$90,808	CHINA
81	Nippon Telegraph and Telephone Corporation	$89,776	JAPAN
82	China Petroleum & Chemical Corporation	$89,475	CHINA
83	Boeing Co	$88,517	UNITED STATES
84	Siemens AG	$88,003	GERMANY
85	Walgreens Boots Alliance Inc	$87,830	UNITED STATES
86	Nike Inc.	$86,769	UNITED STATES
87	Bristol-Myers Squibb Company	$84,813	UNITED STATES
88	Allergan plc	$84,512	IRELAND
89	Toronto-Dominion Bank	$83,865	CANADA
90	United Technologies Corporation	$83,856	UNITED STATES
91	Honeywell International Incorporated	$83,704	UNITED STATES
92	Eli Lilly and Company	$82,375	UNITED STATES
93	Bayer AG	$81,990	GERMANY
94	BASF Se	$80,826	GERMANY
95	Celgene Corporation	$80,534	UNITED STATES
96	AIA Group Limited	$79,874	HONG KONG
97	Starbucks Corporation	$78,507	UNITED STATES
98	Reynolds American Inc.	$78,033	UNITED STATES
99	U.S. Bancorp	$76,725	UNITED STATES
100	Daimler AG	$76,395	GERMANY

With my warm regards and sincere compliments
to ALL Human Beings
who started to realize the critical global situation
and to adopt
responsible future national & international strategies
for making our beloved world
much better, safer and happier

Hayan Hamzeh
2016